

**PMI Breakfast South Meeting**  
**February 3, 2006**

**Subject - Educating your Sponsor –**

Educate your sponsor on their role (Questions Concerns Issues)

- Formal Issues Management – Executive Training opportunity
- All the sponsor training was completed before the current group began in the role
- New Communication Plan (Roles diagram showing Reviewers, Approvers, Contributors and Inspectors of each Deliverable)
- Burn rate is the same while waiting for a decision as is it moving forward, just less can be accomplished
- Breakout support from Project Development Resources, so sponsor knows what resources are assigned

Building middle management

- Executive sponsor can appoint a sponsor designate
- This owner can be the conduit to the Executive Sponsor
- The PM should not take on that role (We tend to learn how to navigate wherever we are in the organization, and it is a learned/acquired skill)

IT PMO and Communications – The Business Partner values highly

- Role of Project Management
- Portfolio Management Concepts
- Moving PMO out of IT and into the business
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Issues Prioritization -What's worked in the past to educate the sponsor?

- Build working relationships
- How do you get things done?
- What worked before “project management?”
- How have your organization been successful in the past

Charter at the start of a project

- Signatures on paper
- Roles clearly defined
- Mandatory for successful PM

Who owns the Risk in the Project?

- We PMs take on risk when we should possibly delegate the risk to sponsor or owner
- What are the Roadmap/Business Objectives, and how does each project tie to the goals of the business?
- Clear Business objectives will keep roadmap projects at the top of the priority list

Project Review Board

- Sample Agenda - Walk thru top 30 Projects, with 4 minutes to explain each

- Review Board may not work well together for accountability and synergism
- Each sponsor is only looking to see how high their project is on the priority list

### **ROI – How do you calculate Return on Investment for Projects?**

Negative ROI – Soft feel for the costs and benefits of the Program

Re-evaluate without the sunk costs, and sunk costs are no indication of future payback

What is the cost of not doing the project?

ROI could be Compliance or executive mandate

How to kill a project when the assumptions have change

- Layout assumptions weekly to see if they are the same as last week
- Maybe the assumptions have moved since last week
- Change Management – to move priority with changes in the business
- Revisit ROI as project continues, like Earned Value calculation